

Chapter 4: Fair Housing Goals & Strategies

The following tables document Chicago’s eight fair housing goals with related strategies. For each strategy, we identify the related fair housing issue and contributing factors as well as commit to specific metrics, milestones, and timeframes for their achievement. After completion of the public comment period, each goal will be followed by a discussion section with more detail on the strategies.

- Goal 1:* Increase and preserve affordable, accessible housing options
- Goal 2:* Prevent involuntary displacement and stabilize neighborhoods
- Goal 3:* Increase opportunities and community integration for people with disabilities
- Goal 4:* Address the segregation of opportunity and related inequitable distribution of resources
- Goal 5:* Enhance housing policies and programs to increase fair housing choice
- Goal 6:* Expand fair housing outreach, education, and enforcement
- Goal 7:* Preserve existing and expand affordable homeownership
- Goal 8:* Ensure that internal policies and practices advance equity and address history of structural racism

GOAL 1: Increase and preserve affordable, accessible housing options

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
1.A	Very High	Increase the stock of affordable, accessible rental housing throughout the region, especially in areas of opportunity.	Disparities in Access to Opportunity; Disproportionate Housing Needs; Disability and Access Analysis; Segregation/Integration; R/ECAP	Lack of Public and Political Will to Address Effects of Structural Racism; Community Opposition; Land Use and Zoning; Displacement of Residents due to Economic Pressure; Lack of Affordable, Accessible Housing in a Range of Sizes; Lack of Community Revitalization Strategies and/or Appropriate Funding; Lack of Access to Opportunity Due to High	Every “inclusionary” Community Area, as defined by the ARO recommendation, sees an increase in its affordable housing stock with evaluation every 3-5 years, with a long-term goal of at least 10% of rental stock legally restricted affordable in each community area. <i>Milestone:</i> 1. Introduce and pass amendments to the ARO by Fall 2021. 2. Within 1 year, Mayor’s Office will develop comprehensive city-wide vacant lot strategy that	DOH, MO, CHA

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
				Housing Costs; Displacement of Residents Due to Economic Pressure; Availability, Type, Frequency, and Reliability of Public Transportation	<p>includes identifying priorities and goals for dedicating city-owned land to be used as affordable housing.</p> <p>3. Within 1 year, identify interventions needed to encourage multifamily and affordable housing development near transit as part of City's equitable Transit-Oriented Development (ETOD) policy plan implementation.</p> <p>CHA: Prioritize the redevelopment of CHA-owned properties as an approach to reduce or eliminate acquisition costs, to incentivize, and to encourage affordable housing development throughout the city, especially in areas of opportunity.</p>	
1.B	Very High	Generate dedicated revenues for affordable housing programs.	Fair Housing Enforcement, Outreach Capacity, and Resource Analysis; R/ECAP	Lack of Resources for Fair Housing Agencies and Organizations; Lack of Public Investment in Specific Neighborhoods; Lack of Private Investment in Specific Neighborhoods	An increase of 25% in sustainable local funding within 5 years.	Law, OBM, DPD, DOH
1.C	High	Preserve the existing stock of affordable, accessible housing (zero net loss).	R/ECAP; Segregation/Integration; Disproportionate Housing Needs;	Deteriorated and Abandoned Properties; Lack of Community Revitalization Strategies and/or appropriate funding; Lending Discrimination; Community	Within 2 years, maintain a database of affordable and accessible housing to monitor accessible, legally restricted and naturally occurring affordable housing in gentrifying neighborhoods, done in partnership with the Assessor's Office.	DOH, MOPD

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
				Opposition; Land Use and Zoning Laws; Lack of Affordable, Accessible Housing in a Range of Sizes; Availability of Affordable Units in a Range of Sizes; Loss of Affordable Housing; Location and Type of Affordable Housing	Milestone: Ordinances passed in Q1 2021 that limit demolitions and deconversions in areas with rapidly increasing home prices and impose a teardown surcharge. (Original goal was to be completed within 12 months.)	
1.D	High	Increase access to affordable housing.	Segregation/Integration; R/ECAP; Publicly Supportive Housing Analysis;	Lack of Public and Political Will to Address Effects of Structural Racism; Lack of Affordable, Accessible Housing in a Range of Sizes; Location and Type of Affordable Housing; Source of Income Discrimination; Availability of Affordable Units in a Range of Sizes; Lending Discrimination	Recommend alternative tenant screening models that minimize barriers to affordable housing. Match production of AMI levels and family-sized affordable units as a proportion of all new affordable units to need as determined by Census data and community and property management feedback.	DOH, MO
1.E	Very High	Increase health and safety of affordable housing.	Disability and Access Analysis; Fair Housing Enforcement, Outreach Capacity, and Resource Analysis; R/ECAP	Deteriorated and Abandoned Properties; Unresolved Violations of Fair Housing or Civil Rights Law; Lack of Disparate Impact Analysis;	Reform the health and safety requirements for home repairs grants to better serve low-to-moderate homeowners (mold & lead remediation). This will require higher grant amounts and less units served – however, we’ll address safety and healthy homes without additional funding. We will align goals and strategies based on the Healthy Chicago 2025 plan.	CDPH, DOH, DFSS

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
1.F	High	Increase deeply affordable housing options.	R/ECAP; Segregation/Integration; Disproportionate Housing Needs;	Lack of Public and Political Will to Address Effects of Structural Racism; Displacement of Residents Due to Economic Pressure; Lack of Access to Opportunity Due to High Housing Costs; Community Opposition; Lack of Public Investment in Specific Neighborhoods; Lack of Private Investment in Specific Neighborhoods; Location and Type of Affordable Housing; Availability of Affordable Units in a Range of Sizes	Within 5 years, expand City-supported stock of affordable housing for households at 30% AMI or below by 33%. Identify revenue sources in partnership with Cook County and State of Illinois.	DOH, DFSS
1.G	High	Implement regional partnerships to expand affordable housing opportunity.	Fair Housing Enforcement, Outreach Capacity, and Resource Analysis; Segregation/Integration; Disproportionate Housing Needs; Disparities in Access to Opportunity	Lack of Public and Political Will to Address Effects of Structural Racism; Lack of Local and Regional Cooperation; Availability of Affordable Units in a Range of Sizes; Displacement of Residents due to Economic Pressure	City of Chicago: In Q2 2021, build upon the work that the AFH Working Group started and have quarterly meetings with the 60+ community organizations that establishes a forum to report on metrics and milestones for continuous accountability until the next version on fair housing goals is published. CHA: Participate in coordination meetings with other Public Housing Authorities through the Regional Housing Initiative and utilize to discuss best	MO, DOH, CHA

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
					practices, challenges and provide portability information.	
1.H	High	Improve access to water, recognizing water is a human right.	R/ECAP; Segregation/Integration	Lack of Public and Political Will to Address Effects of Systemic Racism; Quality of Affordable Housing Information Programs	<p>Remove barriers to clean and safe water access for households impacted by water shutoffs pre-moratorium and address water-related debt for families who are low-moderate income. Create a public education campaign within the first year that informs tenants their rights from water shutoffs as a form to evict.</p> <p>Within 1 year, assess options to expand the Chicago Utility Billing Relief program to include renters by overcoming operational challenges given structure of current water billing system.</p>	MO, DWM, Finance

GOAL 2: Prevent Involuntary Displacement and Stabilize Neighborhoods

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
2.A	Very High	Strengthen guidelines around evictions and renewal regulations.	Disparities in Access to Opportunity; Disproportionate Housing Needs; Fair Housing Enforcement, Outreach Capacity, and Resource Analysis; Segregation/Integration	Displacement of Residents Due to Economic Pressure; Unresolved Violations of Fair Housing or Civil Rights Law; Lack of Public and Political Will to Address Effects of Structural Racism; Displacement of Residents Due to Economic Pressure	Establish an eviction working group led by DOH and MO to monitor eviction trends and responses by the second quarter of 2021 and by Fall 2021 institute a policy that addresses the loopholes or trends of the working group.	DOH, MO
2.B	High	Support state legislation on eviction sealing and screening protections.	Fair Housing Enforcement, Outreach Capacity, and Resource Analysis	Lack of State or Local Fair Housing Laws	Meet with sponsors and relevant stakeholders, including advocates and industry groups during the 2021 legislative session for the Illinois General Assembly.	DOH
2.C	Very High	Establish a pilot “right to counsel” in eviction court program	Fair Housing Enforcement, Outreach Capacity, and Resource Analysis	Lack of State or Local Fair Housing Laws	Extend and expand upon the CARES Act-funded eviction and lockout defense counsel program in 2021. Build in new anti-eviction opportunities through American Rescue Plan dollars.	DOH
2.D	Very High	Extend the right to cure a rent default, even after tenants have been brought into eviction proceedings	Fair Housing Enforcement, Outreach Capacity, and Resource Analysis	Lack of State or Local Fair Housing Laws	Build long-term resources/funding for emergency rent or partner with DFSS. DOH will identify a delegate agency administrator that will be available to make grants available to them. Extend right to cure period under Fair Notice ordinance.	DOH
2.E	High	If the State of Illinois removes the prohibition on municipal rent regulation policies, study the potential impact of local legislation as an option to address housing instability.	Fair Housing Enforcement, Outreach Capacity, and Resource Analysis; Segregation/Integration, R/ECAP	Lack of State or Local Fair Housing Laws; Displacement of Residents Due to Economic Pressure; Lack of Access to Opportunity Due to High Housing Costs	If the Illinois State Legislature lifts restrictions on municipal rent regulation, within 12 months DOH will coordinate, with the Mayor's Office, a study that will examine the impact of a rent stabilization ordinance on the Chicago housing market.	DOH, MO

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
2.F	Moderate	Consider implications of requiring subsidized affordable housing providers to provide tenants a 14-day notice of nonpayment and offer the opportunity to participate in mediation, including exploring repayment plans or accepting homeless prevention funds. Note: this requirement already exists for CHA.	Fair Housing Enforcement, Outreach Capacity, and Resource Analysis	Lack of Local Public Fair Housing Enforcement; Private Discrimination	Issue evaluation by Q3 2021.	DOH
2.G	High	Study the feasibility of a preference policy program to prioritize households displaced by past government action or investment, such as, but not limited to, urban renewal efforts or the 606, to have priority in accessing subsidized housing (excluding CHA units).	R/ECAP; Segregation/Integration	Lack of Public and Political Will to Address Effects of Structural Racism; Location and Type of Affordable Housing;	Issue an evaluation of neighborhood preference policy in city-funded affordable housing within 6 months following the resolution of the New York City lawsuit over local preferences.	DOH
2.H	Moderate	With leadership guidance from the Mayor's Office, establish a predictive rental inspection program at a scale that is enforceable so that renters are not evicted for demanding code compliance.	Fair Housing Enforcement, Outreach Capacity, and Resource Analysis	Lack of Local Public Fair Housing Enforcement; Lack of Disparate Impact Analysis	<p>Within 2 years, institute a process of home inspections with the Mayor's Office that protects tenants from environmental health hazards, paves the way for a robust predictive framework and transfers power to community members to sustain the program over time (i.e., apprenticeships).</p> <p>DOB will be setting benchmarks or programming no earlier than Q2 2022.</p>	MO, DOH, CDPH, DOB, AIS

GOAL 3: Increase Opportunities and Community Integration for People with Disabilities

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
3.A	Very High	Create an equitable infrastructure improvement program that invests in areas of greatest need (e.g. like inaccessible public facilities, sidewalks and public transit) with the most impacted populations.	Disability and Access Analysis; Publicly Supportive Housing Analysis	Access to Transportation for Persons with Disabilities; Inaccessible Public or Private Infrastructure	<p>Convene interdepartmental work group to develop equitable process and metrics to guide capital bill infrastructure investments. Within 1 year, use preliminary process to prioritize near-term investments. Within 2 years, build on preliminary process to guide longer-term investments.</p> <p>Metrics for accessibility infrastructure improvements: ADA ramps: There are approximately 240,000 locations where ADA ramps are warranted citywide. By the end of 2020, approximately 120,000 ramps have been made compliant. Approximately 8,000 ramps will be improved per year for a total of 152,000 by the end of 2024; 160,000 by the end of 2025.</p>	MO, CDOT, DPD, CTA, MOPD
3.B		Advocate for funding to make all publicly funded shelters accessible. Currently, there are accessible shelters within all our program models and populations served except for Overnight (Men and Women) Interim Housing DV and Safe Haven (Men).	Disability and Access Analysis; Publicly Supportive Housing Analysis	Inaccessible Public or Private Infrastructure; Lack of Enforcement and Oversight	<ol style="list-style-type: none"> (1) Milestones: Within 1-2 years, convene interagency work group to: Identify options (or external partners) for assessment of accessibility needs (2) Develop estimate of budget needed for full accessibility (3) Provide more education and guidance materials on reasonable accommodations for existing shelters in the interim while pursuing longer term strategy 	DFSS, MO
3.C	Very High	Continue to grow the inclusionary zoning policy that links affordability for people with disabilities. This is important because	Disability and Access Analysis; Publicly Supportive Housing Analysis; Disparities in Access to	Lack of Affordable, Integrated Housing for Individuals Who Need Supportive Services;	Successfully pass improved ARO policy in 2021.	DOH, MOPD, MO

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
		new construction is the primary source of accessible housing.	Opportunity; R/ECAP; Segregation/Integration	Location of Accessible Housing; Access to Publicly Supported Housing for Persons with Disabilities		
3.D	High	Ensure developers who receive federal funding include 10% units accessible using UFAS standards (or stricter) to people with physical disabilities and 4% accessible to people with sensory disabilities. Create a model where MOPD is leading this work to ensure compliance per federal funding.	Disability and Access Analysis; Fair Housing Enforcement, Outreach Capacity, and Resource Analysis; Publicly Supportive Housing Analysis	Location of Accessible Housing; Siting Selection Policies, Practices and Decisions for Publicly Supported Housing, Including Discretionary Aspects of Qualified Allocation Plans and other Programs; Lack of local oversight and enforcement of land use, code, and HQS regulations	<p>Within 1 year, codify standards for ongoing implementation and compliance.</p> <p>For the 2021 QAP Application and any future applications, Department of Housing will request for a breakdown of units that comply with UFAS standards or stricter.</p> <p>Limit the waivers that developers receive for reducing square footage that comprise ADA accessible units.</p>	DOH, MOPD, DOB
3.E	High	Build more accessible housing near fixed transit.	Disability and Access Analysis; Disparities in Access to Opportunity; Segregation/Integration	Access to Transportation for Persons with Disabilities; Inaccessible Public or Private Infrastructure; Location of Accessible Housing; Lack of Access to Opportunity Due to High Housing Costs	Promote multi-family program incentives for Equitable Transit-Oriented Development starting with the 2021 QAP to be issued in Spring 2021.	DPD, DOH, MO, MOPD
3.F		Identify options to improve incorporation of pedestrian friendly design into new developments.	Disability and Access Analysis	Inaccessible Public or Private Infrastructure	Within 1 year, review existing processes and standards for including pedestrian friendly design in new development. Within 2 years, identify and implement improvements.	DPD, CDOT
3.G		Continue to install Accessible Pedestrian Signals (APS) at signalized intersections to help people with disabilities safely cross the street.	Disability and Access Analysis	Inaccessible Public or Private Infrastructure	Metrics/milestones: Target goal of 50 new APS installations over the next 5 years.	CDOT

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
3.H		Provide an accessible website that can assist persons with disabilities in locating units with accessibility features.	Disability and Access Analysis	Lack of Assistance for Housing Accessibility Modifications; Lack of Assistance for Transitioning from Institutional Settings to Integrated Housing	<p>Benchmark: Launch centralized ARO Homefinder website in 2021.</p> <p>Timeframe: MOPD hopes to start working with DOH to develop a database of accessible housing: Second quarter 2021. Target completion by Q3 2021.</p> <p>CHA: Perform an assessment and create an implementation plan to ensure compliance.</p>	MOPD, AIS, CHA
3.I		Support the ongoing work of the Mayor’s Employment Task Force who responsibility is to increase access to integrated employment for persons with disabilities by partnering with the regional centers to connect individuals to job opportunities with public entities.	Disability and Access Analysis; Disparities in Access to Opportunity	Lack of Affordable In-Home or Community-based Supportive Services; Access to transportation for Persons with Disabilities; Lack of Employment Opportunities; Lack of Local and Regional Cooperation		MOPD, BACP, CDPH

GOAL 4: Address the Segregation of Opportunity/Inequitable Resource Distribution.

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
4.A		Prioritize public investments in communities that have experienced underinvestment.	R/ECAP; Disparities in Access to Opportunity; Disproportionate Housing Needs;	Availability, Type, Frequency, and Reliability of Public Transportation; Lack of Public and Political Will to Address Effects of Structural Racism; Lack of public investment in specific neighborhoods	\$750MM investment in 10 target neighborhoods	MO, DPD
4.B		Provide reliable, frequent, and affordable access to multiple transportation options to populations disproportionately reliant on public transportation.	Disparities in Access to Opportunity; Disabilities and Access Analysis; Segregation/Integration	Availability, Type, Frequency, and Reliability of Public Transportation; Impediments to Mobility; Lack of Public Investment in Specific Neighborhoods; Inaccessible Public or Private Infrastructure; Access to Transportation for Persons with Disabilities	Milestone: In partnership with CTA, produce better bus policy plan with related guidance and tools. Timeframe: <ul style="list-style-type: none"> • Within 1-3 years, depending on budget: City advocacy with CTA and State to establish reduced fare for eligible residents (affordable housing residents, etc.) • Within 1 year: identify opportunities for matching transit fares and lower priced Divvy memberships for affordable units 	CDOT
4.C		Enhance community input in community development decision-making	Segregation/Integration; R/ECAP	Lack of Public and Political Will to Address Effects of Structural Racism; Community Opposition; Lack of Community Revitalization	Within 1 year, finalize new community review guidelines for Planned Developments (PDs). Within 2 years, leverage We Will Chicago, the City's citywide planning effort, to identify further opportunities to enhance community	MO, DPD

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
				Strategies and/or Appropriate Funding	input in community development decision making.	
4.D		Address the jobs/housing mismatch by investing in meaningful job opportunities and small business development in areas with high unemployment rates and in racially or ethnically concentrated areas of poverty (R/ECAPs).	Disproportionate Housing Needs; Segregation/Integration; R/ECAP; Disparities in Access to Opportunity	Displacement of Residents Due to Economic Pressure; Lack of Private Investment in Specific Neighborhoods; Lack of Access to Opportunity Due to High Housing Costs; Lending Discrimination	Within 1 year, identify areas where residents have disproportionately longer, more challenging commutes. Within 2 years, align existing small business/economic development funding with target areas of need. Promote economic development along 12 commercial corridors in Invest South/West neighborhoods. Metrics for success include: unemployment rates, growth in small businesses.	MO, DPD
4.E		Develop a process to equitably distribute public resources based on need.	Segregation/Integration; R/ECAP; Disparities in Access to Opportunity;	Lack of Public and Political Will to Address Effects of Structural Racism; Lack of Public Investment in Specific Neighborhoods; Community Opposition; Displacement of Residents Due to Economic Pressure	Convene interdepartmental work group to develop equitable process and metrics to guide infrastructure investments. Within 1 year, use preliminary process to prioritize near-term investments. Within 2 years, build on preliminary process to guide longer-term investments.	CDOT, MO

GOAL 5: Enhance Housing Policies and Programs to Increase Fair Housing Choice.

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
5.A		Continue to support mobility programs and housing locator assistance.	Disability and Access Analysis; R/ECAP	Access to Transportation for Persons with Disabilities; Inaccessible Public or Private Infrastructure; Impediments to Mobility	<p>Mobility Counseling:</p> <ol style="list-style-type: none"> 1. Continue to assist families in identifying housing and community needs and desires, as well as locating a unit in a Mobility Area. 2. Participating families work with the Mobility Counselor throughout the move process to assist with transition into new communities (e.g., locating community resources, enrolling children in schools). 3. Participants can also take advantage of the following benefits: <ul style="list-style-type: none"> • Workshops on home maintenance, financial management and tenant rights • Community tours and unit search assistance • A grant of up to \$500 to be used toward a security deposit or move-in fee. <p>Unit Search Assistance</p> <ol style="list-style-type: none"> 1. Develop a database of accessible units throughout the Chicago and categorize the units based on the accessible features. 2. Attend HCV participant briefings/meetings and explain housing locator services for people with disabilities. 3. Outreach to landlords, property managers and realtors to develop relationships and build units within the housing locator database. 4. Provide webinars (both live and recorded) to potential and existing HCV landlords on accessibility opportunities. 5. Advocate on behalf of HCV participants who need reasonable accommodations and accessible units. 	CHA
5.B		Increase education and outreach for voucher holders to ensure participants are better equipped for housing searches	Disparities in Access to Opportunity; Segregation/Integration; Disproportionate Housing Needs;	Private Discrimination; Source of Income Discrimination; Lending Discrimination; Lack of meaning language access for	CHA will continue to provide Voucher Participants and Applicants information on program processes. The CHA will also continue to provide referrals to NHS for credit counseling for families seeking to learn about home ownership.	CHA

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
				individuals with limited English proficiency		
5.C		Continue to assess LEP policies to ensure compliance.	Disproportionate Housing Needs	Displacement of Residents due to Economic Pressure; Impediments to Mobility; Admissions and Continued Occupancy Policies and Procedures, Including Preferences in Publicly Supported Housing	CHA adheres to HUD's LEP Guidance	CHA
5.D	Priority: 2, this term (Impact: High; Effort: Moderate)	Measure current transportation services for persons with disabilities provided by delegate agencies during their housing search and increase services as capacity allows.	Fair Housing Enforcement, Outreach Capacity, and Resource Analysis	Lack of Local Private Fair Housing Outreach and Enforcement;	With guidance from MOPD, CTA and Pace, develop a tracker for people with disabilities to be able to submit automatic reports of their housing search and transportation options.	MOPD, DOH, DFSS, CTA/Pace
5.E		Utilize HUD-designated Qualified Fair Housing Organizations to provide training and education.	Fair Housing Enforcement, Outreach Capacity, and Resources Analysis; Disability and Access Analysis	Lack of Resources for Fair Housing Agencies and Organizations; Lack of Meaningful Language Access for Individuals with Limited English Proficiency	The CHA currently partners with outside FHIP agencies to provide training and education. In addition, the CHA provides referrals to HUD and FHAP agencies for investigations of alleged fair housing violations.	CHA

GOAL 6: Expand Fair Housing Outreach, Education, and Enforcement.

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
6.A		Greater funding for non-profits conducting fair housing enforcement and education	Fair Housing Enforcement, Outreach Capacity, and resources Analysis;	Lack of Resources for Fair Housing Agencies and Organizations	CCHR will advocate for increased funding for non-profits	CCHR
6.B		Increase investigative and enforcement staff of Chicago Human Relations Commission.	Fair Housing Enforcement, Outreach Capacity, and resources Analysis; Disproportionate Housing Needs;	Unresolved Violations of Fair Housing or Civil Rights Law; Lack of Local Private Fair Housing Outreach and Enforcement; Lack of Local Public Fair Housing Outreach and Enforcement; Lack of Public and Political Will to Address Effects of Structural Racism; Private Discrimination	<p>Funding will likely not be in place for increasing CCHR staff; however, within the first six months of 2021, we will institute innovative ways to conduct outreach and education. CCHR is committed to continuing to collaborate with community organizations and fair housing advocates.</p> <p>Within one year CCHR will develop a City-wide online education and training program.</p> <p>CCHR's materials are currently available in several languages. Within one year, CCHR will work with organizations to develop materials for the visually impaired.</p>	City, CCHR

GOAL 7: Preserve existing and expand affordable homeownership.

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
7.A	High	Home repairs and rehabilitation for qualifying owners	Disproportionate Housing Needs; Disparities in Access to Opportunity; R/ECAP	Access to Financial Services; Lack of Community Revitalization Strategies; Deteriorated and Abandoned Properties	In 1 year, review existing city-wide home improvement programs to ensure 100% delivery of funds.	DOH
7.B	Very High	Study property tax freeze programs for low-income owners facing rapid property tax increases to prevent displacement	Segregation/Integration; R/ECAP	Displacement of Residents Due to Economic Pressure; Lending Discrimination	In 2021, work with the Cook County Assessor's Office on property tax freeze as they will be assessing the Chicago Triad. Provide relief through a special district or other enforceable measure in conjunction with the City Council.	DOH, Cook County Assessor's Office
7.C	Moderate	Subsidize affordable homeownership opportunities	R/ECAP; Disparities in Access to Opportunity	Quality of Affordable Housing Information Programs; Displacement of Residents due to Economic Pressure; Lending Discrimination; Lack of Private Investment in Specific Neighborhoods; Access to Financial Services	In the next 1-2years, increase public education of public and private down payment assistance programs and home counseling centers Require mandatory informational meetings for Counselors by a lead agency. This will ensure the standardization of information to homebuyers – 2 years Produce guide on ITIN lending with immigrant rights groups Identify new funding sources to sustain community partners	DOH, Law
7.D	High	Support cooperative homeownership models for marginalized communities	Disparities in Access to Opportunity; Segregation/Integration	Lack of Access to Opportunity due to High Housing Costs; Displacement of Residents due to Economic Pressure; Lack of Community Revitalization Strategies; Lack of Regional or Local Cooperation	In 2021, partner with the Mayor's Office to further our commitment to community wealth building in housing plans and form partnerships with financial institutions and philanthropy to expand cooperative models	DOH

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
7.E	High	Support Community Land Trusts	R/ECAP	Lack of Community Revitalization Strategies and/or Appropriate Funding	Draw down at least 1/3 of the \$1.5M allocation for acquisition and rehab in partnership with neighborhood-based CLTs by 2022 Codify the existing agreement with the Cook County Assessor's Office so that the process is clear and efficient within three years.	DOH
7.F	Very High	Continue foreclosure prevention counseling and outreach activities.	R/ECAP; Segregation/Integration	Deteriorated and Abandoned Properties; Displacement of Residents Due to economic Pressure; Lack of Private Investment in Specific Neighborhoods; Loss of Affordable Housing	In 1-2 years, develop a strong Federal policy agenda with the Mayor's DC Office to increase CDBG funding (State funding had been diminishing over the years). Include advocacy for federal appropriations funding when possible.	DOH, MO

GOAL 8: Ensure that internal policies and practices advance equity and address history of structural racism.

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
8.A	Very High	Commit to ongoing training of agency leadership and staff on concepts of racial and social equity, such as structural racism, diversity and inclusion, etc.		Lack of public and political will to address effects of structural racism	<p>DOH: In 2022, establish change teams across bureaus to institutionalize knowledge on racial equity change and operationalize the work.</p> <p>City-wide: Initiate cohort of department leaders to receive ongoing training on equity with the Government Alliance on Race and Equity (GARE) and the Mayor’s Office of Equity and Racial Justice.</p> <p>City-wide: Within 6 months, launch and conduct Community Wealth Building trainings across departments and agencies.</p> <p>CHA: Administer agency-wide trainings.</p>	All
8.B	Moderate	Pilot or expand the usage of equity assessments in city policy and program development.	Segregation/Integration	Lack of public and political will to address effects of structural racism; Private Discrimination; Lack of Local Public Fair Housing Enforcement	<p>By Q1 2021, release the country’s first REIA of a QAP.</p> <p>Continue to promote and conduct racial equity impact assessments and use the QAP process, as a standard to operationalizing racial equity.</p> <p>Milestone: Create a clear tool to track demographics of people served, developers engaged, etc.</p> <p>Within 1 year, Mayor’s Office of Equity and Racial Justice will identify at least 1 additional department to launch a racial equity impact assessment.</p>	DOH, CHA, Mayor’s Office

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
					<p>Within 3 years, Mayor’s Office of Equity and Racial Justice will launch a pilot of department cohorts to practice and learn about using equity assessments.</p> <p>Within 5 years, DOH will have well-established racial equity goals, metrics and public accountability mechanisms across programs and policies.</p> <p>CHA: Create an inventory of policies governing CHA to identify equity metrics.</p>	
8.C	High	Develop intentional equity action plans across departments.		Lack of public and political will to address effects of structural racism	<p>City-wide: All city departments will have yearly equity goals and plans published by 2021.</p> <p>CHA: Create an inventory of policies governing CHA to identify equity metrics</p>	CHA, Mayor’s Office
8.D	Very High	Develop standardized tools to assess racial and social equity impacts in capital planning and budget processes		Lack of public and political will to address effects of structural racism	<p>With the help of the DePaul, DOH will commit to developing transparent and clear assessments and data on racial equity and equation to taxpayer dollars saved or spent.</p> <p>In year 5, DOH will have tools to analyze financial processes and plans using racial equity lens.</p>	DOH, Mayor’s Office
8.E	High	Address NIMBYism and lack of political will to create affordable, accessible housing at the scale needed	Segregation/Integration; Disparate Access to Opportunity; Fair Housing Enforcement, Outreach Capacity, and Resource Analysis	Lack of public and political will to address effects of structural racism; Community Opposition; Private Discrimination;	Within 1-2 years, conduct a broad-based educational campaign to counter misperceptions around affordable, accessible housing.	DOH, CCHR, Mayor’s Office

Goal	Priority	Strategy	Fair Housing Issues	Contributing Factors	Metrics, Milestones, Timeframe for Achievement	Responsible Program Participant(s)
				Lack of Local Public Fair Housing Enforcement; Lack of Local Private Fair Housing Enforcement		
8.F	Very High	Establish a human-centered approach to affordable housing.	Fair Housing Enforcement, Outreach Capacity, and Resource Analysis; R/ECAP; Segregation/Integration	Lack of Disparate Impact Analysis; Lack of Public and Political Will to Address Effects of Structural Racism; Community Opposition	Incorporate the new mission, vision and values that centers the people the Department of Housing is serving in programs, policies and services. The outreach efforts will always have the best interest of the public and center their voices and needs.	DOH

